

# User interest grows with 75% faster processes

*“End user experience will be drastically improved... which shows what improvements Sense and Respond is delivering.”*

**Service Delivery Manager, Multi-National Corporation**



## Customer's Challenge

One of the UK's leading Multi-National Corporations (MNC), providing services to businesses as well as the general public in over 120 countries, selected Fujitsu as its partner to support their distributed IT systems used by over 50,000 users in the UK. As a result, Fujitsu became an integral part of the MNC's own IT infrastructure, with responsibility for the management and transformation of the desktop computing environment across the UK operations. For business reasons the name of the organisation has been withheld.

At the time of the contract award, the service that IT users received was extremely inconsistent and satisfaction was low, particularly in terms of their experience in using the various end-user support desks. This was primarily caused by the MNC's fragmented and decentralised approach to IT service provision, compounded by the use of wasteful legacy service processes. So, a fundamental factor in the MNC's choice of IT partner was Fujitsu's award winning approach to Lean-based operational transformation, Sense and Respond, which is designed to go beyond the strict confines of the contract in order to 'Sense' what matters to the customer and then 'Respond' to those needs.

## Fujitsu Solution

One of Fujitsu's key activities was to successfully merge a number of existing end-user support desks together into a single, fully integrated Service Desk. With support and coaching from Fujitsu's Lean Solutions Group, the new Service Desk was then able to introduce the Sense and Respond approach, complementing the MNC's own culture change programme.

Fujitsu also implemented a much wider plan, driven by Sense and Respond, to improve service delivery, based on a thorough performance assessment to establish the MNC's business needs as well as the key demands and challenges placed on IT. A workshop involving key stakeholders from the MNC was used to review performance, decide on the key areas for early interventions, develop the necessary management and measurement systems, and agree implementation activities, owners and deliverables. Fujitsu then led the creation of an overall 'Sense and Respond Plan', a detailed roadmap co-developed to drive the improvement programme.

Over twenty projects were implemented as part of the improvement plan, with some being delivered by support staff, some by the MNC themselves and others by Fujitsu's Lean Consultants, using combination of Lean, Six Sigma DMAIC (Define, Measure, Analyse, Improve and Control), business transformation and change management methods.

For example, the perception of the MNC's internal request forms was extremely poor, with 30% of users stating that the forms were difficult to use. As a result, 11% of all forms contained user errors, resolution times were over two-thirds higher than required and

## SUMMARY OF KEY FACTS

### Organisation

Multi-National Corporation

### Service/s delivered

Programme of Lean Improvement Projects, using a variety of approaches including Lean, Six Sigma DMAIC, business transformation and change management methods

### Key Metrics

- Over 50,000 employees
- Over 150 staff within existing multiple end-user support desks

### Benefits

- **Enhanced customer service** – standardisation of processes reduces errors and improves service quality
- **Reduced costs** – identified significant opportunities for joint cost saving, including £250,000+ a year in one project
- **Increased staff productivity** – end-to-end resolution time for key request types has been reduced by up to 75%
- **Optimised resource usage** – frees up support staff to resolve complex issues that have a more longer- beneficial effect
- **Improved staff satisfaction** – calls relating to traditional issues have been reduced dramatically
- **Enabled continuous improvement** – more accurate and consistent data is now available to identify any significant issues

## CASE STUDY MULTI-NATIONAL CORPORATION

SLAs were regularly missed, incurring financial penalties. Based on user feedback the system was modified and self-help and education facilities were introduced to prevent frustration and errors and reduce the volume of help calls to the IT Service Desk. Working practices were also revised to incorporate some level of prioritisation and reduce the waste of non-value activities. As a result, resolution times were cut by over 50%, despite a 58% increase in request volumes, SLAs were met for the first time in six months and customer satisfaction ratings increased.

In a separate project, work-based analysis uncovered that the resolution team responsible for connecting people to the MNC's virtual private networks (VPNs) was only spending 15% of its time actually processing requests. Due to a lack of process design the service was complicated, highly manual and inherently inefficient and nearly three-quarter of users found the request form difficult to complete and felt unsupported by the resolution team. So, by progressively redesigning the processes and forms and changing work practices and management methods, Fujitsu was able to reduce requests by 58%, increase processing productivity by 16%, cut the average end-to-end cycle time by 75% and identify potential cost savings in excess of £250,000 a year.

The processes used by the MNC to manage new IT equipment Installations, Moves and Changes (IMAC) were also extremely prone to error, being highly manual and full of functions that added no value and simply increased the cycle time. So, Fujitsu developed an online portal for IMAC requests in order to remove the inefficiencies of the paper based system and also initiated a programme of user education to provide guidance on the new online system and process. By streamlining procedures, improving data accuracy and removing wasted effort, Fujitsu has vastly improved the user experience and is expected to reduce the cycle time by over 30%.

Elsewhere in the MNC there was a perception that Fujitsu was not using industry best practice for Asset Procurement to streamline processes and ensure best value, as a growing number of escalations were stretching resources. So, a focus was placed on improving communication and user education and the provision of one touch point to reduce inefficient and expensive manual, non-catalogue orders. A new escalation process was also designed and deployed, which enabled further improvements to be implemented with far greater ease. This has led to a much better user experience, with nearly 75% fewer escalations, over 90% of calls answered within 30 seconds and a significant reduction in overall cycle times. The use of online orders has also increased by 14%, while the improved use of management information is reducing overall spend.

In addition to significant back-office changes, Fujitsu has implemented a variety of improvements for the end-user, primarily to address IT and educational needs. These include an self service Intranet site, knowledge clinics where staff can ask specific questions or be given one-to-one demonstrations, local engineer 'Floor Walkers' to provide immediate advice and guidance on site and a series of 'survival' guides and 'System' sheets on common subjects such as Outlook and VPN.

Fujitsu is now working closely with the MNC on the next phase of service evolution. Using a combination of Benefits Realisation and Lean Six Sigma techniques, support is being provided to the MNC's own service organisation focusing on service improvement decisions

based on key metrics; financial, demand and service related. The overall aim is to continue delivering innovative solutions that cost-effectively and rapidly meet the MNC's changing business needs.

### Benefits to our Customer

The use of Fujitsu's Sense and Respond approach within the MNC's support service has:

- **Enhanced customer service** – the simplification and standardisation of processes reduces errors and improves service quality and consistency
- **Reduced costs** – significant opportunities for joint cost saving have been identified, including potentially over £250,000 a year in one project alone
- **Increased staff productivity** – end-to-end resolution time for key request types has been reduced by up to 75%, resulting in less 'down time' for MNC staff
- **Optimised resource usage** – by proactively identifying and removing persistent issues, support staff have been freed up to resolve more complex issues that have a larger and more longer-term beneficial effect
- **Improved staff satisfaction** – calls relating to traditional issues, such as how to use Outlook or VPN, have been reduced dramatically, saving everyone time and effort
- **Enabled continuous improvement** – more accurate and consistent data is now available to assist in the identification of any significant performance issues.

### Our Approach

First developed in the manufacturing industry, Lean is a systematic approach for identifying and eliminating waste or unnecessary activities through continuous improvement of the product or service in response to customer needs

Philosophically Fujitsu's award-winning Sense and Respond approach takes a lead from Lean management methodologies and applies similar principles and techniques within a service environment, either at an operational level or as part of a larger transformational change programme. It uses a component based approach (MOSAIC - Methods of Structured Analysis, Implementation and Control), which draws on methods from quality, change management, Lean, Six Sigma and transformation. This provides Fujitsu's consultants with complete flexibility when designing a solution to address a particular requirement, while also optimising value for the client.

### Our Expertise

Fujitsu has over 30 years experience in providing consultancy and project services, helping organisations design, deploy and manage advanced IT infrastructures and maximise the value from investment in business services and technologies with full alignment to their business objectives. Sense and Respond is an integral part of the way Fujitsu works in partnership with its customers, so that services can be delivered effectively and economically.

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